NEED OF TRAINED **CITY MANAGERS**

surprising statements concern-

of the New York Department of Taxes of managership in any other line. elected to head the National Municipal the typhoon broke loose, whirled and manager who will. swirled into the crannies of municipal problems and hurtled this utterance as it whistled along:

should be considered a distinct profes- the city and makes all his own apness man. Nor should it be taken up of his aids." as the sacrifice of a business man to public duty. It should be made a to destroy local civic pride-the pride special study, so that a man may be Itted for it the same as he is fitted for the law or for medicine as a life pu: suit.

"No man can learn to run a city over night. That's why some of the shifts of administration in our city have merely brought us up against a characteristic negative. stone wall. We supposed when we ousted rogues and put honest men in their places that improvement would almost automatically follow. But the most honest intent in the world will govern? not effect an improvement if skill in municipal management be lacking. I think New York should be managed by a professional city manager."

takes about fifteen minutes for Mr. Purdy to wax eloquent. Some people suppose he cannot be eloquent cause he is an encyclopædic repository of everything that spells tax. Mr. Gradgrind sounds like a sentimentalist in comparison with New York's Tax Board head, But Mr. can enthuse grippingly and convincingly. He gesticulates freely has a scholarly face with a crown of gray bair that seems made to order for the striking facial picture presents. His expression is serious, in fact melancholic, until now and then at points of special emphasis he breaks into a smile of accentuation that radiates and lingers a second and then vanishes before a new tax fact.

"Do not take my comment on the shortcomings of untrained municipal managers as a criticism of any New York city administration in particuhe went on. "When a city head gives the municipality as good gov-ernment as can be given under existing conditions he is entitled to full so large that it would be too the ment according to the municipal cloth | tiously. on hand. First the system must be changed so as to permit professional

Your idea is then, Mr. Purdy, to have the city managed just the me as a good business man would manage his business?"

That notion sounds ingto what he thinks is best for his ing it through we leave to you. We individual interest. He runs it, as it will keep our hands entirely off. We

"Now it is far different in the case of the business conduct of a city. The professional manager cannot run the municipality to suit his own ideas of what is best for the city. He must manage strictly in accordance with his instructions. He manages as he .s instructed to manage, and these instructions are the outcome of arrangements to put a public policy into

"You see, the professional manager of a city might not think it good municipal business to keep the Metropolitan Museum of Art open every day the week free to the public might believe it better business to rcserve one or two days on which the public must pay to enter. But the free use of the museum on every day of the week may have been a question or a part of a policy-thrashed out at the polls. The every day free policy may have won a victory. "In such an event the professiona!

city manager would be instructed to arrange matters in accordance with such policy. He would do so, regardless of what he personally thought of the wisdom of the policy. This is a minor illustration. Larger municipal matters determined at the polls wou'l likewise call for the execution of policy in conformity with the public "Wouldn't the ordinary good bust-

ness man be like a fish out of water, trying to manage something according a method in which he did not believe? It is one thing to study out what you want yourself for your own interest and profit, and another thing entirely to study out what the people of a city want, as expressed in a policy adopted at the polls. It is a hard thing for a buiness man to say to himself 'What do they all want me to do?' instead of 'What do I want to

"There are many very good and successful business men who believe that

"He would want to do what he individually thought was best for the
city. But suppose the policy of the
people of the cit yas expressed at the
people of the cit yas expressed at the
people of the city as expresse by what this business man wanted to the desired results. Give him a free sent the judgment and the will of the 24, Paganini-Auer. do? How could be, with his ordinary hand. Make all his aides appointive people as to interpretation of policy business skill and acumen, have a and his own appontments. Imagine in the large. But in detail, let the

CROSS the desk of Lawson town or a small city. After he has Purdy in the Municipal Build- made good in this second place he is ing there swept a tornado of called elsewhere, or promoted, you

"In all of these shifts he treats his ing city government. The president task just as he would treat a task and Assessments had recently been tries to get every ounce of result for those who employ him. His employers are the regularly chosen or cor-League and he was being asked what stituted city authorities. He knows plans he had laid out in connection that when he doesn't make good to with his new job. Then it was that their satisfaction they will get a city

"If he starts to intrigue or mix in politics or political matters he knows his employers will soon detect it and out he will go. He manages every-"I think the management of a city thing connected with the running of sion and taught as such. It should pointments because, being held responsible for the running of the ennot be deemed the side work of a busi- tire city, he must have the choosing

> "But, Mr. Purdy, doesn't this tend in having selected a native of the city to manage, especially when the man chosen makes a good public servant? Isn't it something of an inspiration for the youth of the city to show what the home product can do?"

The tax board president gestured

"The city manager becomes a citizen of the city he manages." he replied. "How many Mayors are there who were not born in the city they govern? The affairs of a city where a man takes up his residence immediately become his affairs, even when he engages in individual business enterprise. How much more would they become his affairs if the management of the entire city was his business task? And what is there to hinder the native of any city from studying city management, qualifying as a profesnecessitates dealing in facts, sional city manager and receiving the facts and facts so dry that Dickens's appointment of manager of his native city? This should be sufficient inspiration for the city's youth.

"Although I strongly favor the city manager plan I do not see the necessity of abandoning the time honored and at periods where gestures count title of Mayor. Why not appoint a city manager with the title of Mayor? But give him no more power than a city manager? "Let 'him be appointed by a council

who shall have been selected by the voters. This council would represent the policy of the city as evidenced as the polls. There is no good reason why they should not be called Aldermen. This also is a time honored title If the powers of the council or Board of Aldermen are defined in strict line with the city manager plan the retention of the title of Alderman can make no difference. Let the board be selected by districts, but do not make it

"This board will represent the expospect to the city-the people's policy. Now this boards calls in a professional city manager, a man of tried ability, a man who has achieved results in a smaller city.

"They have a talk with this man, ness man runs his business to sait know what we would be supported by the support of the support were, very selfishly. He counts it good look for results and will retain you function from that of public policy in-



Mother: Has Mr. Dangle proposed yet? Copyright, 1915, by Life Publishing Co. Daughter: He's about half through, but he has the hiccoughs, and I told him not to move while I went for this glass of water. sition of the people's wishes with re- If he got up he might never get to the point again.

agement scheme which permits electric thing reprehensible or crooked would convention train.

tive city officials to take part in the happen if we did not. Why, if you "Yes, there's got to be a boss, went better work he planned." actual execution of the details of the trust a man enough to honor him with on Mr. Purdy, "The Governor's appointments should a strange glance to the details of the trust a man enough to honor him with on Mr. Purdy, "The Governor's appointments should be the General said: They outline what they want to this city's business. Various cities are try- high office you ought to trust him is counts a good deal. But the boss not have to be confirmed by the Sengood as an utterance, but there is a like the same of the like the same

business to run it selfishly. Two business men will not run their two businesses alike, although both will run them in a way to bring the best results an away to bring the best results and will retain you only so long as results are shown.

Select whom you please to aid you—policy may change, as it often does. The people will elect representatives according to their desires and in constitution from that of public policy in the open than to have them nominated in the dark, as is often does. The people will elect representatives according to their desires and in constitution of city only a side of the strongly partisan type; the best of the strongly partisan type; administrations.

The people will elect representatives according to their desires and in constitution of city only according to the movement of troops.

The people will elect representatives according to their desires and in constitution or policy creation. Public that is your affair. We expect the solution from that of public policy in the open than to have them nominated in the dark, as is often does. The people will elect representatives according to their desires and in constitution or policy creation. Public the policy may change, as it often does. The people will elect representatives according to their desires and in considerable thought. The people will elect representative according to the next move to make.

The people will elect representative according to their desires and in considerable thought. The people will be better to let a Governor name according to let a convention hall and be to according to let a convention name according to let a convention hall and the convention hall and the convention hall and the convention hall and the convention of the strongly according to let a convention name according

There's got to be somebody who makes the necessary tools to do it. it his business to know all about po-

drawbacks, and so has any city man- though we felt morally certain some- railroad ticket and shoved him on a taking into consideration very much on here. But some things I may

is in my district who is qualified—do right to do so because they are elec- vantageously copied. And when it comes to a gath- tive officers the same as the Governor "Remember," adjured Mr. Purdy,

to a political convention without fight. So he plays give and take in knowing anything at all about it, until the boss hunted him up with a Then the people judge him without people. It makes a big difference."

how the Senate may have blocked the quote.

men may get to know more about one of the President of the United States Wilson almost anything for having ness man runs his business to sait home. The himself. That is, he runs it according to this policy. That is, he runs it according to this policy. That is, he runs it according to this policy. The himself. That is, he runs it according to this policy. You tions, but I am convinced that every have to the prove indeed that every have to be confirmed by the United kept us out of war—if it proves that shouldn't the Governor appoint shouldn't the Governor having another and the need of the boss may have to be confirmed by the United kept us out of war—if it proves that shouldn't the Governor he has. The country should give him prove inadequate.

Trust the President of the United States will be used to be confirmed by the United kept us out of war—if it proves that shouldn't the Governor he has. The country should give him one man must take the initiative.

Trust the President of the United States where and the need of the boss may have to be confirmed by the United kept us out of war—if it proves that shouldn't the Governor he has. The country should give him one man must take the initiative.

BROOKLYN ADV "You must separate the executive really appoint them now? Wouldn't Why, without the boss, we might all bear the full responsibility for their (Gen. Dodge was a life long Republi-

> transportation, schools, streets, parks. formity with their opinion on pub- lot represents to the ordinary voter cers and more responsibility for those length upon it at the annual gathering in the present European conflict as something prepared by the boss for officers to assume. Take the case of of the National Municipal League in compared with the speed of their disa Governor. He is expected to run 1916. The league has already done a tribution in the civil war he said: "And speaking of the boss, we must the State to the very top notch of great work for the betterment of murgealize that there's got to be a boss. accomplishment and yet he is denied nicipal government. Several years ago moving troops any faster than we the necessary tools to do it.
>
> a model city charter was drawn up did. 1 don't believe the American and this has proved of great benefit to soldier has his equal on his feet, or in tical conditions and individuals and tunes of the State rise or fall with municipalities which have been adopt- any other way, for that matter. Nothe qualifications of individuals. I the Governor's administration, and yet ling the commission and city manager body ever moved troops faster than den't know how things are in my own he does not select his administration form of administration. Modifications Sherman and I did on one occasion district do you? When it comes to colleagues. They often disagree with have been made in this model, of when we piled 30,000 men into Atnominating. I don't know who there and oppose him, and fall back on their course, but basically it has been ad- lanta."

> > you? And when it comes to a gathering of delegates from city districts as an example—I don't know who they all example—I don't know who they all ernor's appointments he cannot have something higher in managing the affiles. They are just developing their are and the reputation and ability of them confirmed unless another branch fairs of a city than in managing our strength. I think their situation is each, or even a quarter of them-do of the government acquiesces. The own affairs. It is far from being a much the same as with the Union consequence is that a Governor has similar task. The greater our success The Sun interviewer acknowledged either to fight a Senate outright or in our own business the greater our even worse ignorance than this, havenum for the serious form of th

LAWSON PURDY URGES FELLOW MEN (AND WOMEN) --- By Orson Lowell LAST INTERVIEW WITH LAST GREAT CIVIL WAR GENERAL

By GROSVENOR CLARKSON. | million dollars worth of supplies NE bright morning a few weeks eagerly awaited by Bragg's force which he had borne a part.

much in the same spirit, no doubt, as in one of the mighty concluding in high place thought it possible, acts of the drama of the civil war Dodge had trains running from he with eleven regiments had met, Columbus to Corinth. fought to a finish, and repulsed an entire seasoned army corps, or later days built a railroad 102 miles long, with a depleted corps of his own with bridges and trestles, over deep pushed back a complete army.

But there he sat musing in the sunhis marvellously clear mind back into the past, tooling out this or that detail with infinite color and precision and spirit; speaking now of the glory but mostly of the he -of war, then returning to the problems of to-day, the danger to his country of letting the rust grow on Creek, of how he led the advance at oversea. A tired old man, but an brated raid up the Valley of the Tenhind him, touched everywhere with hind him, touched everywhere with stores of supplies, and returning to the sublime dignity of the growing Corinth with 5,000 negro and white shadows, wanting only to go to his home in the West to die.

Last Monday the telegraph wires carried the story of the death that day of Major-General Grenville Mellen Dodge, the last great commander the civil war-with the exception of Gen. Peter J. Osterbaus the sole surviving corps commander on the Union side. So passed away the old bore the brunt of the onset, and was man who had sat and dreamed in the desperately engaged throughout the bright bedroom in New York, with the coming up from below; the soldier Hood's entire army with his corps, an of whom his friend and chief. Sherman, spoke as the general officer who always got what he went after, and Ga. Here, in two days, under a broil army at the battle of Atlanta; the engineer whom Grant trusted and leaned upon and tried to make Secretary of War during his Presidency. It was the same old man who when peace came carried out the dream of with Atlanta the goal! his youth and against tremendous obstacles built the Union Pacific Railroad across the continent, receiving road across the continent, receiving in American history. It is not suft the acclaim of the path hewers of the prising that Lincoln once said: "General continuous co

At the interview in New York shortly before his end Gen. Dodge spoke of many things that I may not touch

The talk ran mostly to war. With a strange glance from under his brows

"I question if the Europeans are

Asked for his opinion as to the outcome of the war abroad Gen. Dodge

"In the east our armies outnum

not developed the officers, and in the first three years we got licked. But the troops in the east were superb. The army of the Potomac would go

just the same we have no business

You can see that such a business man, successful though he had been with his own concerns, would very likely be temperamentally unfit to manage a city.

Lawson Purdy.

Colipte Fremstad will give her only song afternoon, January 17, at Aeolian Hall on Saturation of the war to the season on Monday afternoon, January 17, at Aeolian Hall on Saturation of the war to the season on Monday afternoon, January 17, at Aeolian Hall on Saturation of the war to Chopin, Schupana, Manhary 17, at Aeolian Hall on Freitas and Aeolian Hall on Freitas and Aeolian Hall on Freitas and Aeolian Hall on Freita

Maximilian Pilzer, concert master of absent from command except when Hunter Welsh, pianist, will give his second recital in Acolian Hall on Monday evening, January 17.

Maximinan Pitzer, concert master of the Philharmonic Society, will play works as the Philharmonic Society, will play works as wounded or sick, and then not beyond my district or department, except when sent North in August, 1863. I have not sent North in August, 1863. I have not sent North in August, 1863. command except to assume another. I

Before this he had commanded on ago an old man stamped the right at the battle of Pea Ridge with the unmistakable rec-ord of a full life and great fourth wounded under him, being deeds sat in a deep armchair high severely wounded himself, and unup in a New York apartment house questionably saving Curtis's army from disaster. The nature of the while a warm winter sun poured in fighting may be shown by the fact upon him and there thought aloud that every field officer in his brigade on epic days in a nation's life in was badly wounded. It was after his recovery that he performed the famous Even then the finger of death task of rebuilding the Mobile and Even then the finger of death Ohio Railroad through a long stretch touched him. But recently had this of the enemy's country, where every man of 84 years twice without a mile of construction had to be fought whimper prostrated himself to the for. But that line of road was absosurgeon's knife without anesthesia- lutely vital to Grant as his way back man for the job. Before his associated

Gen. Grant himself, in his "Memoirs," has told of how Dodge in forty chasms and swift rivers. Grant had to have the road, running from Decatur to Nashville, lest his troops should shine, tolerant, grimly kind, with starve. Never before had the world witnessed such rapid work in railroad building under such circumstances Gen. Dodge throughout his incessant fighting touched every high point of successful warfare. There is no space here to tell of how he defeated Gen. Van Dorn at Tuscumbia, of how he whipped Forrest and Roddy at Town the sword, the working out of the Springfield and beat Gates's command chaos into which mankind has fallen at Blackburn's Mills, nor of the celeimpressive figure, a D'Artagnan nessee toward Decatur in the rear of sobered and gray and not so sure, a Bragg's army, destroying the whole Ulysses with the great adventure be- army, the railroads and immense refugees in the wake of his column. It was a lucky thing for the Arm

of the Tennessee on that July morning when a large portion of the Confeder ate army of Atlanta struck the rear of the Union lines that Dodge, with a part of his famous Sixteenth Arm Corps, was on hand to stem the tide taken possession of the north bank of the Chattahoochie River at Roswel ing sun, with only the ruins of cott factories for material, he built a sui stantial double track railroad bridge 1,400 feet long, over which safe crossed the Army of the Tennesse with its artillery and vast supplies

There is the very brief outline of one of the most picturesque careers Dodge has been more strongly recommended and his promotion more per sistently urged by his superior of cers than any other man I have made a Major-General."

So passes the last of the Titans that elder day. Grenville M. Dod was the American of yesterday-filling "I abhor war. Sherman didn't half to the full the American ideal of cour should have constant study from

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81-87 COURT ST. EVENINGS BROOKLYN

OPERA, CONCERTS AND RECITALS evening, January 15, at Carnegie Hall, chorus, soloists, plane and organ, in ready for another one the next day.

Sophic Braslau, contraito of the Met-ropolitan Opera House, will give a recital on Thursday evening, January 13, at Acolian Hall. Her performance contains classic airs, including the "Rondel de Charles d'Orleans" of Nicole, a group of German songs and five Russian songs chamber music wi

Continued from Sixth Page

evening. January 15, at Carnegie Hall. The soloists will be Evelyn Starr, violinist. The first part of the programme will be given over to a symphony by Stravinsky, No. 1, in E flat (new preformance). Lladov's "Enchanted Lake" and "Baba Yaga" are in the list, and also Ippolitov-Ivanov's Cauchanded Lake" and "Baba Yaga" are in the list, and also Ippolitov-Ivanov's Cauchanded Lake" and "Baba Yaga" are in the list, and also Ippolitov-Ivanov's Symphonic fragment, the "Enchanted Lake," will be produced with Modest Altschuler's "colored light" part as arranged for the part at the plano. Louis Graveure, will also assist in the probarytone, will also assist in the probarytone.

Harold Bauer and Pablo Casals will give a joint recital, their second this season, in Acolian Hall, Tuesday afternoon, January 18. Their programme the time of the mext day.

It takes magnificent soldiers to do that. But when Graveure, the west it was all over."

Gen. Dodge, it may be said perencinated. But when Graveure, the meant of the probarytone, will also assist in the probarytone, and or any time of the produced with Modest Altschuler's colored with Modest Altschuler's colored with Modest Altschuler's colored with Modest Altschuler's colored with Mode

The next concert of the Society of the Friends of Music will be given at the Ritz-Carlton on Sunday afternoon, January 16. A programme of American chamber music will be presented by the

The St. Cecilia Club, Victor Harris.

business skill and acumen, have a heart in what he did, or work out plans that he did, or work out plans that he did, or work out plans that would brigg no good return, as he would figure returns in his own business?

"City managership has been a profession in Germany for many years. A min begins as manager of a small fown or municipal grown or municipal grown or municipal grown or municipal grown or municipal managing. He centinues manager of this small town until his work has an easily accordance of the suit he is called to manage a larger.

"There are several forms of city management plan I managing. He centinues manager or this small town until his work has an easily for manager of this small town or municipal manager of this small town until his work has an easily for the suit he position for him. As a result he is called to manage a larger."

"There are several forms of city management plan I managing. He centinues manager of this small town until his work has an easily for the continues manager of this small town until his work has an easily for the position of the municipal managing. He centinues manager of this small town until his work has an easily for the continues manager of this small town until his work has an easily for the continues manager of this small town until his work has an easily for the continues of the first elected brains of the people name a manager of the scale of ditty. The first subscription concert of the people name and the ball souther. The fleatil, let the deliatil, let the deliati

Monday evening, January 24.